

## **TOWARDS WISDOM LEADERSHIP APPROACHES**

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## **TOWARDS WISDOM LEADERSHIP APPROACHES**

### **Abstract**

The purpose of this study is to describe the type of leadership inherited by women managers across three sectors, namely Government, NGO and Corporate. Based on the review of literature, a Conceptual framework was derived for the study, understanding Theory T, WISE and Work life Balance among the women managers is the essence of this study. The paper focuses among these three, on what kind of linkages are prevailing and how these three constructs vary in the mentioned three sectors. This is an unexplored area for research and the analysis will be relevant to aspiring women managers and academicians.

\*The data has been analyzed by using relevant statistical techniques and the major findings with conclusion has not been provided in this paper.

### **Keywords**

WISE elements, Theory T, Work Life Balance.

### **Statement of the Problem**

In order to take advantage of the growing opportunities in the field of leadership and the challenges faced by the women managers both at work and home, how do their WISE elements play vital role. Based on this, background, this study identified the research problem. From an extensive literature review, the critical areas for this study are described below.

“The purpose of the proposed study is to describe the type of leadership inherited by the women managers, across three sectors namely Government, N.G.O and Corporate Sectors and to what extent theory WISE helps to attain the work life balance among the working women managers.”

This is an unexplored area for research and the analysis will be relevant to aspiring women managers, policy makers and academicians.

### **Objectives of the Study**

Following are the key objectives of this research study:

- To study the current leadership literature with respect to Women Managers.
- To what extent Theory T is practiced by women managers
- To study the linkage between Work Life Balance dimensions and Theory T dimensions.
- To study the linkage between WISE competencies, Work Life Balance and Theory T
- To make recommendations for development of the future women leaders

### **Scope of the Study**

- a) Measuring the Theory T, WISE and Work life balance of women managers
- b) To know the difference in perception of all the constructs across respondents such as NGO, Corporate and Government
- c) To know the relationship or linkage among Theory T, WISE and Work life balance

### **Conceptual Framework and Hypothesis**

Based on the review of literature a conceptual framework was derived for the study. Understanding Theory T, WISE and Work life balance among the women managers is the essence of this study. Among these three, what kind of linkage is prevailing and how these three constructs vary in three sectors viz. Corporate, NGO and Government.

The Null Hypothesis are as follows:

H1: There is no relationship between Theory T and Work Life Balance

H2: There is no relationship between WISE and Work Life Balance

H3: There is no direct relationship between Theory T and Work Life Balance and also WISE does not play as mediating between two constructs

H4: There is no significant difference of practice of Theory T, WISE and Work Life Balance across NGO, Corporate and Government employees

### **Instrument used in the study**

Instruments used in this study have been identified on the basis of existing literature. Given the framework of the study, following instruments have been used:

#### **1. Scale WISE**

Wisdom Scale – Monika Ardelit 2003, Empirical Assessment of a Three-Dimensional Wisdom scale such as COGNITIVE DIMENSION, REFLECTIVE DIMENSION and AFFECTIVE DIMENSION, totally 15 items, all the items are measured using 5 points likert scale.

#### **2. Scale T**

Leadership style measures – Carloine H. Liu 2007, Transactional, Transformational, and Transcendental Leadership: Motivation Effectiveness and Measurement of Transcendental Leadership, totally 23 items, which are measured by using 5 point likert scale.

#### **3. Work Life Balance Scale**

Work Life Balance scale - Jeremy Hayman 2005 Psychometric Assessment of an Instrument Designed to Measure Work Life Balance, which contains 3 dimensions, namely, Work Interference with Personal Life, Personal Life Interference with Work, Work/Personal Life Enhancement. Totally 15 items, all are measured by using 5 point likert scale.

### **Methodology**

Based on the existing literature review, a model was developed. Based on the study, a model was developed. On the basis of model, a certain hypothesis was proposed and data was collected to test the hypothesis.

### **Sampling Plan**

An understanding of the population of women managers allows researchers using smaller samples to ensure that they are representative, and to draw wider conclusions. Though the population is finite, due to constraints of resources and time, complete enumeration of the population by census method is not possible and therefore, a sampling approach has been used.

The study focused on the women managers, represented by Government organizations, N.G.O and I.T. sectors. Also these three are the most important sectors from the view point of women leadership, which the researcher believes and has therefore considered only these three sectors for the study. Study was restricted to Karnataka State and a sample of 300 women managers was drawn.

The sampling frame consisted of:

Inclusion criteria of women managers in N.G.O sector

1. Only registered non-profit enterprises (NGOs) creating social value without profit motive.
2. The non-profit may or may generate earned income.
3. Social enterprises, which are in existence for at least for 3 years.
4. Only Secular bodies focusing on social development issues such as education, healthcare, rural and community development were included

#### Inclusion criteria of women managers in I.T. Sector

Women managers from various Organizations of Bangalore were included in the sample. The women managers were having at least ten years of work experience and were working in the managerial capacity or had profiles similar to that. At times, they were not having the designation of a manager, but were having similar roles and responsibilities.

#### Inclusion criteria of women managers in Government sector

Women managers from various Organizations of Bangalore were included in the sample. The women managers were having at least ten years of work experience and were working in the managerial capacity or had profiles similar to that. At times, they were not having the designation of a manager, but were having similar roles and responsibilities.

### **Tools and Techniques**

Data was gathered using structured Instruments as a tool. The questionnaire was designed based on the literature reviewed, case studies of select women managers and interviews with experts in the field. It covered varied dimensions that reflect empirical criterion of this research.

#### Description of the tool

The questionnaire had both open ended as well as close ended questions to gather specific and in-depth details to capture all relevant data as required by the study. Based on the title and objective of the study, the questionnaire contained 4 major parts to achieve the objectives of the research.

Part 1 – Contained the demographic and operational details of the women managers. This section also included the socio- demographic characteristics of the women managers consisting of age, annual income of the family, educational qualification and prior work experience.

Part 2 – The data regarding the factors Leadership style measures.

Part 3 – Measured the perception of the respondents with regard to various aspects of Wisdom Scale among the women managers.

Part 4 – Related to the perception of the respondents on Work Life Balance scale

Quality standards of the tool: Validity and Reliability

In order to reduce the possibility of getting imperfect results, attention needs to be paid to check the validity and measure the reliability of the tool during the pilot stage of the study and also final study.

#### Content validity

The validity of the content of the questionnaire was established by obtaining suggestions from experts from the fields. They included academicians, statisticians, women managers and leaders along with criteria check list for relevancy of the tool to the objectives of the study. The questionnaire was edited based on the results of the review, and the suggestions were aptly incorporated.

#### Pilot study

A pilot test was conducted to detect weakness in design and instrumentation. It also helped to determine the duration for the interview, evaluate the effectiveness of the structured questionnaire and to determine the method of statistical analysis. The questionnaire length, instructions to respondents, and anonymity were all considered in the final questionnaire design in order to generate a high response rate.

#### Reliability

The study contains various constructs and each construct should have permissible error of measurement in order to yield consistent results. There are two types of measurement error, one is systematic and other is random. The systematic error is to assess the internal consistency of the instruments. The consistency of the questionnaire has been assessed by collecting data from 100 social enterprises to check its reliability.

The reliability of scales used in this study was calculated by Cronbach's coefficient alpha and normally it ranges between 0 and 1. Reliability of all the constructs was higher than the acceptable level of a coefficient alpha above .6, indicating the scales used in this study were reliable. (Nunally, 1990)

\*The data has been analyzed by using relevant statistical techniques and the major findings with conclusion has not been provided in this paper.

#### **Plan of Analysis**

##### Data collection

In order to accomplish the sample size, the questionnaire was administered personally through e-mails and online data collection based on accessibility to the women managers. The data was collected by the researcher with the help of simple random sampling.

Secondary data was collected from books, reports and peer reviewed literature. Magazines, newspaper articles, journals, Fact sheets and Web based resources like websites, online libraries, blogs and other sources.

Data Screening to check for missing data and extreme values was done prior to analysis of the variables, in order to substantiate that only cleaned data is considered for analysis. After reviewing univariate statistics for extreme values of all the variables of social enterprises, data analysis was carried out.

#### Data Analysis Plan and Statistical techniques

Data is analysed using statistical software package such as SPSS 18 and also MS Excel 2007. In addition with descriptive statistics and frequency, to test the research hypothesis, various statistical tests are applied such as T Test, one way ANOVA, Correlation and Multiple Linear Regression, to assess the goodness of various constructs, Cronbach alpha was tested. This entire statistical test provides a mechanism for making quantitative decisions about testing theory. The intent is to determine whether there is enough evidence to "reject" a conjecture or hypothesis. All the research hypotheses have been tested at minimum 5% level of significance.

#### Limitations of the study

The study is limited by the early stage of theoretical development in Women manager ship construct and related measures. Moreover, research is limited by the restricted sampling frame to Karnataka State. Since questionnaire data are self-reported, the study is also prone to bias.

Although an attempt has been made, it is not possible to evaluate, quantitative outputs and outcomes achieved by activities delivered by the women managers understudy. There is a possibility that socially acceptable answers may have been given by the respondents.

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